

All Funds**Administration****Mission/
Summary****Mission**

The mission of the Department of Administration is to assist other County departments and provide countywide standards and support systems for human resources, financial management, information technology, procurement and other internal support services. The department promotes and initiates enhancements and efficiencies of internal service operations, which enables better services to other County departments and ultimately the citizens of Waukesha County.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Expenditures	\$5,727,799	\$6,225,387	\$6,153,525	\$6,455,234	\$229,847	3.7%
Revenues	\$861,548	\$815,691	\$904,592	\$940,380	\$124,689	15.3%
Tax Levy	\$4,866,251	\$5,409,696	\$5,248,933	\$5,514,854	\$105,158	1.9%
Risk Management						
Expenditures	\$1,994,944	\$1,862,960	\$1,864,823	\$2,044,122	\$181,162	9.7%
Revenues	\$2,065,750	\$1,862,960	\$1,789,960	\$2,044,122	\$181,162	9.7%
Operating Inc/(Loss)	\$70,806	\$0	(\$74,863)	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Records Management						
Expenditures	\$1,568,383	\$1,626,370	\$1,604,973	\$1,641,095	\$14,725	0.9%
Revenues	\$1,656,598	\$1,626,370	\$1,699,813	\$1,641,095	\$14,725	0.9%
Operating Inc/(Loss)	\$88,215	\$0	\$94,840	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Communications						
Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)	-18.4%
Revenues	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)	-6.5%
Operating Inc/(Loss) (a)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Radio Services						
Expenditures	\$746,285	\$831,426	\$839,045	\$979,009	\$147,583	17.8%
Revenues	\$1,141,965	\$977,737	\$1,084,286	\$1,157,561	\$179,824	18.4%
Operating Inc/(Loss) (b)	\$395,680	\$146,311	\$245,241	\$178,552	\$32,241	22.0%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Collections						
Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875	13.2%
Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875	13.2%
Operating Inc/(Loss)	\$336,169	\$0	\$81,713	\$0	\$0	N/A
Tax Levy	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)	7.1%
Total All Funds						
Expenditures	\$11,125,742	\$11,956,318	\$11,926,277	\$12,437,050	\$480,732	4.0%
Revenues	\$7,195,586	\$6,692,933	\$6,875,046	\$7,205,537	\$512,604	7.7%
Operating Inc/(Loss)	\$936,095	\$146,311	\$197,702	\$283,341	\$137,030	93.7%
Tax Levy	\$4,826,251	\$5,339,696	\$5,178,933	\$5,439,854	\$100,158	1.9%

(a) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.

(b) Operating income is attributable to revenues providing funding for County radio replacement program. Also included in Operating income is interest income from municipal repayment of loans. These amounts are repaid to the general fund in the year following receipt. The amount received in 2003 will be budgeted in 2004 when it is repaid to the General Fund.

All Funds

Administration

Summary/ Capital Projects

Position Summary (FTE)	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Budget Change \$
Department of Administration:					
Regular Positions	88.00	87.50	87.50	88.00	0.50
Extra Help	8.65	8.68	8.68	8.27	(0.41)
Overtime	0.14	0.32	0.32	0.38	0.06
Total	96.79	96.50	96.50	96.65	0.15
* End User Technology Fund (Memo):					
Regular Positions	9.00	9.00	10.00	10.00	1.00
Extra Help	5.25	4.72	4.37	5.10	0.38
Overtime	0.08	0.00	0.00	0.00	0.00
Total	14.33	13.72	14.37	15.10	1.38
Grand Total	111.12	110.22	110.87	111.75	1.53

* Refer to Non-Departmental section. Increase of 1.0 FTE regular position is the creation of a Senior Information Systems Professional to support the new Communications Center operations, Computer Aided Dispatch, and Records Management Systems.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '03	Estimated Operating Impact	A = Annual T = One- Time
9819	Justice System Redevelopment (a)	2005	\$1,756,570	65%	\$72,000	A
200027	Electronic Document Mgmt System (b)	2006	\$1,425,000	57%	\$62,518	A
200109	Implement HHS Automated System	2005	\$1,285,000	50%	\$176,750	A
200201	Mobile Data Infrastructure Upgrade (c)	2006	\$650,000	0%	TBD	A
200205	Tax Records Replacement (d)	2004	\$725,000	60%	\$85,000	A
200206	Fiber Link to County Facilities	2005	\$810,500	50%	\$20,500	A
200207	Telecommunications Environment Upgrade (e)	2006	\$645,000	10%	\$18,000	A
200319	Upgrade Office suite from Windows 2000	2005	\$610,000	N/A	\$123,000	A
200327	Upgrade CUBS System (f)	2005	\$275,000	N/A	\$22,500	A
200411	HIPAA Security	2005	\$160,000	N/A	Unknown	A
200412	Oracle Infrastructure Upgrade	2005	\$355,000	N/A	\$24,000	A
200413	CITRIX Server Expansion	2005	\$150,000	N/A	(\$75,000)	A
200414	County wide Cashiering	2006	\$445,000	N/A	\$43,250	A

- (a) Coordinated project with Clerk of Courts, Circuit Courts, District Attorney & Sheriff.
- (b) Coordinated project with Records Management.
- (c) Coordinated project with Radio Services.
- (d) Coordinated project with Treasurer, Register of Deeds.
- (e) Coordinated project with Telecommunications.
- (f) Coordinated project with Collections.

General Fund**Administration****Fund Purpose/
Summary****Fund Purpose**

The General Fund is the primary operating fund of the County. It accounts for resources traditionally associated with governments and includes all revenues not required to be processed through another fund. Most General Fund revenue comes from taxes, but the fund also receives fines, fees, intergovernmental revenues, interest earnings and other revenues.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
General Fund						
Personnel Costs	\$4,823,215	\$5,119,349	\$5,076,396	\$5,326,319	\$206,970	4.0%
Operating Expenses	\$658,362	\$783,255	\$762,985	\$760,490	(\$22,765)	-2.9%
Interdept. Charges	\$246,222	\$307,783	\$298,344	\$353,425	\$45,642	14.8%
Fixed Assets	\$0	\$15,000	\$15,800	\$15,000	\$0	0.0%
Total Expenditures	\$5,727,799	\$6,225,387	\$6,153,525	\$6,455,234	\$229,847	3.7%
General Government	\$143,373	\$150,450	\$150,450	\$198,097	\$47,647	31.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$159,545	\$146,350	\$149,385	\$160,970	\$14,620	10.0%
Interdepartmental	\$530,656	\$492,241	\$579,856	\$553,313	\$61,072	12.4%
Other Revenue	\$27,974	\$26,650	\$24,901	\$28,000	\$1,350	5.1%
Total Revenues	\$861,548	\$815,691	\$904,592	\$940,380	\$124,689	15.3%
Tax Levy	\$4,866,251	\$5,409,696	\$5,248,933	\$5,514,854	\$105,158	1.9%

Position Summary (FTE)**General Fund:**

Regular Positions	65.00	64.60	64.60	64.60	0.00
Extra Help	1.28	1.80	1.80	1.66	(0.14)
Overtime	0.05	0.10	0.10	0.13	0.03
Total	66.33	66.50	66.50	66.39	(0.11)

***End User Technology Fund (Memo):**

Regular Positions	9.00	9.00	10.00	10.00	1.00
Extra Help	4.44	4.72	4.37	5.10	0.38
Overtime	0.00	0.00	0.00	0.00	0.00
Total	13.44	13.72	14.37	15.10	1.38

Grand Total	79.77	80.22	80.87	81.49	1.27
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* Refer to Non-Departmental section. Increase of 1.0 FTE regular position is the creation of a Senior Information Systems Professional to support the new Communications Center operations, Computer Aided Dispatch, and Records Management Systems.

Departmental Objectives**Business Office**

1. Work cooperatively with vendor and County departments to implement standard internet payment functionality County-wide (1st – 4th Qtrs 2004).
2. Transition Computer Assisted Mass Appraisal (CAMA) services from the County to user communities at the conclusion of the current contract which expires 12/21/04 (1st – 4th Qtrs 2004).

Accounting

1. Review and update the County's accounting policies and procedures (4th Qtr 2004).
2. Develop a plan for complying with upcoming rule changes for assessing and reporting financial liabilities associated with post employment benefits (3rd Qtr 2004).

Budget

1. Work with Information System or contracted Staff on further development of the Budget Data Warehouse project by developing business plan requirements for a Countywide performance measurement data (universe) repository in order to begin building one centralized data bank of performance information to ensure quality and integrity of performance data for decision-making purposes (Strategic Plan Goal 4.6) (2nd Qtr 2004).
2. Work with Information Systems, Accounting Services and Purchasing divisions to explore and examine available financial/business systems that utilize internet technology in order to determine viable options in planning for future Business Application System (BAS) replacements.
3. Explore expanding budget information and budget related educational materials (from Quality Management University budget module) available to the public via the Internet in order to share budget principals and practices (Strategic Plan Goal 4.3) (4th Qtr 2004).
4. Provide budget staff support and assistance to the Criminal Justice Collaborating Council partners with budget development, monitoring, reporting and participation on the data subcommittee. (Strategic Plan Goal 5.1) (Qtrs 1-4, 2004).

Information Systems

1. Assist Health and Human Services and Senior Services Departments through completion of the implementation of a software package to automate Case Management and integrate that package into PeopleLink. Interface state WiSACWIS (child welfare) system with County systems (4th Qtr 2004).
 2. Working with representatives of the Consolidated Jail Collaborative Council (CJCC), develop a Countywide Data Warehouse for Justice information, linking data from Circuit Court Automation Program (CCAP), Protect, Spillman Law Records Management and Spillman Jail Management systems.
 3. Implement the Spillman Computer Aided Dispatch (CAD) system for Sheriff, Lake Area Communication System (LACS) and Brookfield. Implement the Spillman Police Records Management system interface for the participating agencies. Complete the Wide Area Network link between the County and all participating agencies. (Strategic Plan Goal 4.1, Task 3). (County's CAD – Sheriff - 2nd Qtr 2004, LACS - 3rd Qtr 2004, Brookfield - 4th Qtr 2004, Police Records Management System - 4th Qtr 2004).
 4. Expand the CITRIX server environment to encompass remote Parks facilities, and begin the migration of the Sheriff's Department from PCs to Terminal Server devices utilizing the enhanced features of the CITRIX technology (3rd Qtr 2004).
 5. Determine which Office Suite will be supported at the user level and plan the migration to the selected strategy (4th Qtr 2004).
 6. Complete the implementation and incorporation of the Storage Area Network solution for county systems (2nd Qtr 2004).
 7. Complete the Fiber Optic Link from the Courthouse to the Radio Services facility on Davidson Road. Project is in conjunction with the City of Waukesha and the Waukesha School Districts. Included in this effort is the re-installation of the fiber from the Courthouse to the Health and Human Services facility (Strategic Plan Goal 4.4) (2nd Qtr 2004).
 8. Through the Request for Proposal (RFP) process analyze and select a Countywide Cashiering function that will accommodate electronic recording for the Register of Deeds and other departments for centralized cash processing and interfaces into BAS (4th Qtr 2004).
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9. Initiate requirements analysis and develop a strategic plan to bring the County into full compliance with the Health Insurance Portability and Accountability Act (HIPAA) Security requirements to be in place in 2005 (4th Qtr 2004).

Employment Services/Labor Relations

1. Implement an overall employee communication strategy and plan which will address ongoing needs to communicate critical information on policies, procedures, employee benefits, and training opportunities (Strategic Plan Goal 1.6) (2nd Qtr 2004).
2. Develop the electronic interface between the County and the benefit/insurance carriers and administrators (Strategic Plan Goal 4.5) (2nd Qtr 2004).
3. Explore the development of informal and formal Human Resources partnerships with other public/private sector employers within Waukesha County in the areas of employee benefits and training (Strategic Plan Goal 5.1) (4th Qtr 2004).
4. In conjunction with Risk Management and the Sheriff's Department, implement standards of fitness for duty for law enforcement positions (3rd Qtr 2004).

Purchasing

1. Conduct vendor focus group to determine what, if any changes to or additional e-commerce functionality is desired to increase the ease of doing business with Waukesha County. Implement any necessary changes (Strategic Plan Goal 4.7) (2nd Qtr 2004).
2. Research best practices on electronic signature, sealed bid submission and security issues to determine feasibility as related to our e-commerce initiatives (Strategic Plan Goal 4.7) (2nd Qtr 2004).
3. Develop content for a Business Continuity (BC) website to provide information to the community in case of a BC event, i.e., relocation of departments, new telephone numbers, etc. In addition, employees will be able to utilize the site for where and when to report to work (1st Qtr 2004).
4. Work with BC software vendor to determine the feasibility and cost/benefits of moving the BC plans for each department and the newly developed BC website to a remote Application Service Provider (ASP) (2nd Qtr 2004).
5. Research feasibility of utilizing imaging technology to enhance our on-line bid/rfp capabilities by incorporating necessary plans, diagrams, maps etc. with Department of Public Works bids.
6. Identify prospective procurement consolidations with the State, Wisconsin Association of Public Purchasers (WAPP)/Volume Acquisition of Local Uniform Expenditures (V.A.L.U.E.), for cellular phones, ammunition, office supplies and light trucks and vans (Strategic Plan Goal 5.1) (3rd Qtr 2004).
7. Research best practices of other government agencies to identify appropriate pro-card parameters for allowing individual department personnel to order on-line (1st Qtr 2004).
8. Create an online site for surplus/obsolete items using a "shopping cart" method inclusive of a picture and detailed description of each item available to save departments and purchasing administrative time currently required to physically view each item (Strategic Plan Goal 4.3) (1st Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03**Accounting**

1. Implemented the new financial reporting model promulgated by Governmental Accounting Standards Board Statement Number 34.
2. Completed the acquisition process for banking services.
3. Developed a business rules and policy document, as well as a data migration map for upgrading the County's payroll system.

Budget

1. Budget staff worked with Information System staff to implement and complete project deliverables for budget data warehouse project.
 2. Budget staff completed advance training in Business Objects report writer software and used their expertise to effectively generate ad hoc reports and analysis from the data compiled in the budget data warehouse.
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3. Budget staff participated as part of workgroups on several County wide strategic efforts providing fiscal analysis on projects such as the Transit service RFP, Federated Library Act 150 committee support, Metro drug unit relocation funding alternatives, State budget analysis, CJCC committee support, Ceridian Payroll/HRIS workgroup, and new WC Communication Center budget development.

Information Systems

1. Implemented the first components of the Countywide Data Warehouse, linking Land Information System elements with Register of Deeds elements providing Internet access to county citizens to their land records information.
2. Implemented the second component of the Data Warehouse, by populating the warehouse with the county financial information, giving end user flexibility and access to county financial information using the Business Objects reporting tool.
3. In conjunction with the Budget division, developed a process to streamline and update the Technology project review process and linked it to the County's budget process.
4. In conjunction with the Treasurer, implemented the county's first e-commerce application, by allowing citizens to pay their property taxes via the Internet.
5. Expanded remote access to the County network and information systems through the implementation of enhanced CITRIX server access and the implementation of the County's Virtual Private Network (VPN). The combination of these two technologies allows for secured access to the County systems at high-speed processing capacities.
6. Implemented a division protocol for project management, systems documentation, issue tracking and progress reporting. This protocol uses existing technology and web-based applications deployed on the County Intranet.
7. Implemented the Intranet-based Phone Directory. Dramatically reducing paper copy requirements and making the directory available to the public on the Internet.
8. Installed a new Uninterrupted Power Supply system in the computer room, increasing the electrical capacity for computer equipment by 100%.
9. Installed Fiber Optic Cable to the Huber Facility, the Expo Center, Highway Garage and new Dispatch Communication Center.
10. With participation from municipal fire and police agencies, developed and posted the RFP to install the Countywide Dispatch system, Countywide Police Records Management system, and the replacement for the IJIS Detention Management systems with vendor supported software.
11. With Health and Human Services, completed the RFP process for the selection of a replacement Accounts Receivable Billing system, to bring the County into compliance with the HIPAA regulations for Electronic Data Interface (EDI) transactions.
12. Completed the upgrade of Oracle database and the Financials application to the latest versions.
13. Installed Windows 2000 operating system on all County desktop PCs.

Employment Services/Labor Relations

1. Developed the Human Resources Intranet site to enable employees to enroll and make changes in employee benefit plans.
2. Labor Relations and Employment Services developed a comprehensive transition plan for the compensation, recruitment, selection, retention and training of employees for the Department of Public Safety.
3. Designed and piloted Quality + certification program for support staff and lead workers.
4. Implemented access to and scheduling of training through the Intranet site.
5. Published the County Beat on the Intranet Site.
6. Developed and implemented sale of County-logo clothing.

Purchasing

1. Significantly reduced operating expenses in postage (38%), printing (44%), and copy charges (70%) due to Purchasing's E-commerce initiative i.e. posting bids and RFP's on the Internet.
 2. A survey of our vendors to assess the ease of use of our web site achieved a rating of 3.48 on a 4-point scale.
 3. Reviewed initial E-commerce efforts in 2003 to assess effectiveness and identify any modifications required.
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4. Facilitated a meeting between Department's Business Continuity team leaders and applicable DOA Divisions to provide a clear explanation of DOA Business Continuity processes and as a result refine procedures as necessary.
 5. Completed planning and review for Phase III of Business Continuity testing, i.e., test the Clerk of Courts critical business applications. Tabletop test scheduled to 8/1 and actual test scheduled for 9/17/03.
 6. Began development of a purchasing "how-to" training course on purchasing processes, which will be offered on an annual basis beginning in 2003. Will be completed by the 3rd quarter.
 7. Began creating a post training survey to measure the effectiveness of the training and to aid in developing or refining future training sessions. Will be completed by the 3rd quarter.
 8. In conjunction with Building Operations and Projects Division developed a standard template for delegated direct buys. Implementation scheduled for 3rd quarter.
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Administrative Services

Program Description

The Administrative Services program is responsible for coordinating and providing efficient administrative/clerical support to divisions and proprietary operations of the Department of Administration and the Director of Administration. This program includes most of the administrative personnel costs associated with the DOA General Fund.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Coverage – Planned Absences	100%	100%	100%	100%	0%
Coverage – Unplanned Absences	100%	100%	100%	100%	0%

Backup coverage should occur 100% of the time when division administrative staff has planned absences. In cases of unplanned absences where Administrative Services is notified (such as sick leave and unplanned medical leave), the long-term goal is to provide coverage at least 95% of the time (2001 strategic plan).

Staffing (FTE)	11.30	12.00	12.00	12.00	0.00
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Personnel Costs	\$483,754	\$507,669	\$489,670	\$508,191	\$522
Operating Expenses	\$37,523	\$45,736	\$43,686	\$44,511	(\$1,225)
Interdept. Charges	\$35,578	\$44,419	\$44,219	\$34,156	(\$10,263)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$556,855	\$597,824	\$577,575	\$586,858	(\$10,966)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$556,855	\$597,824	\$577,575	\$586,858	(\$10,966)



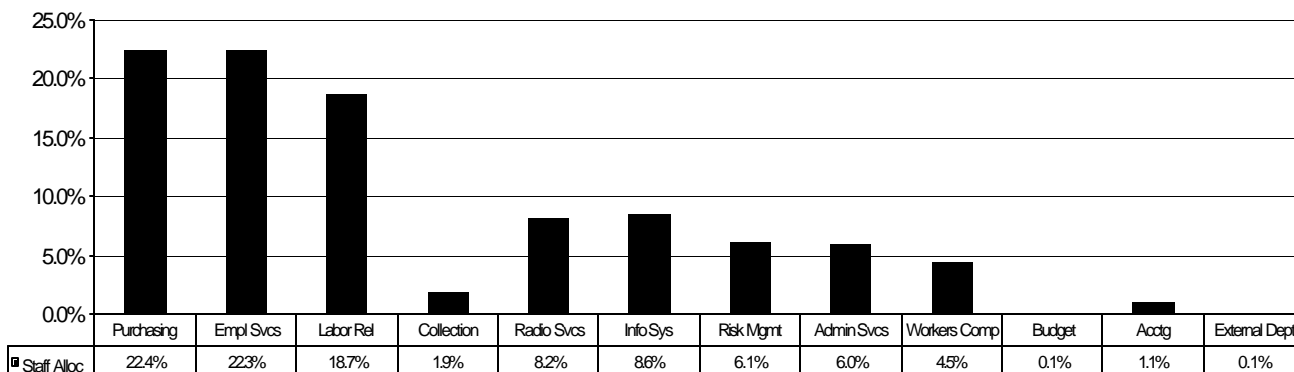
Program Highlights

Personnel Costs increase mostly due to cost to continue of existing staff and increased benefit costs, partially offset by staff changes lowering health insurance by \$20,850 and increased vacancy and turnover of \$9,400. Operating Expenses decrease mostly due to a decrease in office supplies of \$1,000. Interdepartmental charges decrease mostly due to a decrease in End User Technology Fund charges of \$10,900 reflecting a change in allocations among other divisions within the Department of Administration.

Activity



Administrative Staff Allocation by Division in 2002



Business Office

Program Description

The Business Office program coordinates the development and monitoring of the Department of Administration budget, assists divisions in their business operations and financial functions, and prepares financial analyses.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	6.03	5.50	5.50	5.50	0.00
Personnel Costs	\$434,856	\$410,786	\$403,997	\$427,456	\$16,670
Operating Expenses	\$45,518	\$12,573	\$56,683	\$57,373	\$44,800
Interdept. Charges	\$5,500	\$8,800	\$8,800	\$8,081	(\$719)
Fixed Assets	\$0	\$0	\$800	\$0	\$0
Total Expenditures:	\$485,883	\$432,159	\$470,280	\$492,910	\$60,751
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$152,286	\$145,000	\$148,185	\$160,120	\$15,120
Interdepartmental	\$25,700	\$37,510	\$38,510	\$39,598	\$2,088
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$177,986	\$182,510	\$186,695	\$199,718	\$17,208
Tax Levy	\$307,897	\$249,649	\$283,585	\$293,192	\$43,543



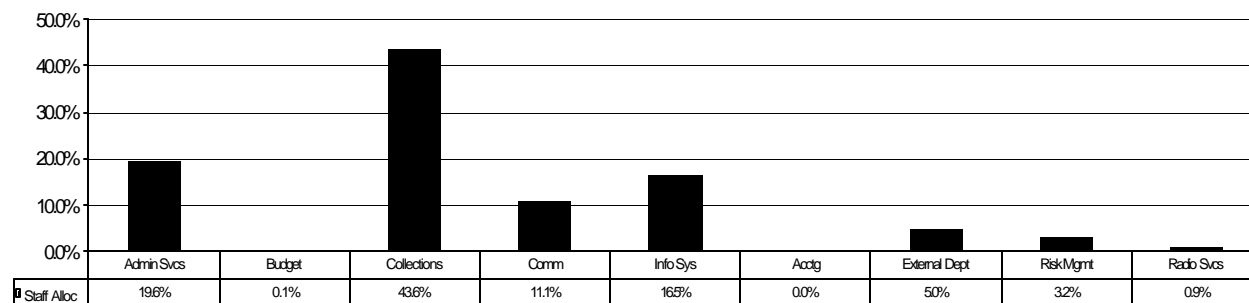
Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses increase mostly due to completing the transition of tax bill printing and mailing by an outsource vendor of \$23,000 and CAMA (assessment system) expenses of \$22,100 not previously budgeted. Interdepartmental charges decrease due to a change in End User Technology Fund allocations among other divisions within the Department of Administration. Charges for services increase mostly due to the tax billing rate analysis second year of a three year phased plan of increased rates for full cost recovery of \$10,900 and printing of tax rolls not previously budgeted of \$4,000.



Activity

Business Office Staff Allocation by Division in 2002



Payroll

Program Description

The Payroll program provides support to all County agencies in preparation and monitoring of payroll data. In addition, program personnel work in conjunction with the Employment Services Division in maintaining an effective human resources/payroll reporting system, audit countywide payroll in accordance with established County policies and procedures and in compliance with state and federal regulations, and file required payroll reports to various reporting agencies.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Payroll Exception Checks to Total Checks Processed (a)	0.000%	0.034%	0.000%	0.000%	(0.034%)

(a) Payroll exception checks (errors and omissions of the payroll staff) should not exceed 0.1% (one tenth of a percent) of the total number of payroll checks processed. See below for related activity data: Paychecks Processed and Payroll Exception Checks.

Staffing (FTE)	2.51	2.53	2.53	2.56	0.03
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Personnel Costs	\$133,271	\$144,646	\$148,064	\$155,805	\$11,159
Operating Expenses	\$59,054	\$110,020	\$105,275	\$98,418	(\$11,602)
Interdept. Charges	\$2,754	\$5,669	\$5,569	\$6,877	\$1,208
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$195,079	\$260,335	\$258,908	\$261,100	\$765
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$195,079	\$260,335	\$258,908	\$261,100	\$765



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to 2003 one-time contracted services for the payroll system upgrade not repeated in 2004 of \$10,400. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,200.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Paychecks Processed	46,400	44,000	45,000	45,000	1,000
Payroll Exception Checks	0	15	0	0	(15)
W2s Processed	2,110	2,200	2,300	2,300	100

Accounting Services

Program Description

The Accounting Services program provides support to all County agencies in establishing and maintaining an effective accounting and financial reporting system and County-wide system of internal control in accordance with generally accepted accounting principles. In addition, program personnel prepare annual financial statements, work in conjunction with the Budget Division in maintaining financial assets and monitoring expenditures against annual and capital budgets, prepare financial analyses and assist the Treasurer's Office in investment of cash.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of Monthly Closes on Time *	100%	100%	92%	100%	0%

* Monthly close of financial system occurs on the 5th business day after each month end, with the exception of December, which remains open later for accruals and auditing.

Staffing (FTE)	3.61	3.78	3.78	3.60	(0.18)
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Personnel Costs	\$291,296	\$311,746	\$314,271	\$325,241	\$13,495
Operating Expenses	\$118,394	\$128,756	\$121,837	\$117,630	(\$11,126)
Interdept. Charges	\$5,330	\$8,989	\$10,311	\$10,738	\$1,749
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$415,020	\$449,491	\$446,419	\$453,609	\$4,118
General Government	\$143,373	\$150,450	\$150,450	\$198,097	\$47,647
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$1,613	\$1,300	\$1,000	\$700	(\$600)
Interdepartmental	\$503,626	\$454,731	\$541,346	\$513,715	\$58,984
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$648,612	\$606,481	\$692,796	\$712,512	\$106,031
Tax Levy	(\$233,592)	(\$156,990)	(\$246,377)	(\$258,903)	(\$101,913)



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by reduced temporary extra help. Operating expenses decrease mostly due to 2003 one-time audit expenses related to GASB 34 not repeated in 2004 by \$9,000 and reduced travel costs of \$1,000. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,700. General government revenues increase due to an increase in Child Support reimbursements. Charges for services decrease due to wage assignment fees. Interdepartmental revenues increase mostly due to indirect costs of \$25,000 charged to Land Information Systems in the first year of a possible two to three years.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Budget Entries Prepared	1,091	900	900	900	0
Journal Entries Audited	2,995	3,000	3,000	3,000	0

Accounts Payable

Program Description

The Accounts Payable program provides support to all County agencies in the processing of vendor invoices to ensure payments are made in a timely manner. In addition, program personnel audit transactions so that requisitions and payments are accurate and for a legitimate purchase of goods and services in accordance with the Adopted Budget.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Average Procard Transaction	\$118	\$115	\$118	\$118	\$3

NOTE: The procurement card program is intended to provide a more rapid receipt of low cost items, and to reduce the administrative costs associated with the payment for those purchases. Monitoring of the average transaction amount provides assurance that larger transactions more appropriate to the accounts payable system are not being charged.

Staffing (FTE)	2.90	2.97	2.97	3.04	0.07
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Personnel Costs	\$129,233	\$144,700	\$144,598	\$152,215	\$7,515
Operating Expenses	\$795	\$5,635	\$3,445	\$4,418	(\$1,217)
Interdept. Charges	\$3,194	\$6,339	\$6,289	\$7,739	\$1,400
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$133,222	\$156,674	\$154,332	\$164,372	\$7,698
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$133,222	\$156,674	\$154,332	\$164,372	\$7,698



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff, increased benefit costs and increased temporary extra help, partially offset by reduced overtime. Operating expenses decrease mostly due to reduced travel of \$500 and tuition & registration of \$400. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,400.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Requisition Lines Audited	2,883	2,900	2,900	2,900	0
Invoice Lines (Direct Buys) Audited	82,345	76,000	76,000	78,000	2,000
Procard Lines Entered/Audited	8,380	8,500	8,500	8,700	200
Cellular Phone Lines Audited/Reviewed	3,023	2,800	3,100	3,100	300
Average Amount per Check	\$3,928	\$3,100	\$3,100	\$3,100	\$0

Budget Management

Program Description

The Budget Management program is responsible for providing technical assistance to County agencies in preparing annual operating, capital planning and capital project budget requests. The program also provides technical assistance to the County Executive, Finance and other County Board Standing Committees in performing budget reviews, monitoring fiscal analyses on budget requests, grants, and other issues having a fiscal impact.



Performance Measures

	Standard	2001 Actual	2002 Actual	2003 Budget	2004 Budget	Budget Change
Tax Rate Stability (a)	+/- 5% prior year	\$2.4642 (4.50%)	\$2.4208 (1.76%)	\$2.3102 (4.57%)	\$2.2095	(\$0.1007) (4.36%)
Capital Project Borrow (b)	< 80% of Net	66%	65%	73%	76%	3%
Debt Service (c)	<= 10%	6.60%	6.80%	6.90%	7.00%	0.10%

(a) A tax rate stability standard, not exceeding a plus or minus 5% tax rate change from the prior year, should maintain operational stability. The tax rate is expressed per thousand dollars of equalized value.

(b) Capital projects are partially funded through the issuance of general obligation promissory notes and investment earnings on Capital Projects Fund Balance. The goal is to borrow less than 80% of net capital project expenditures by budgeting tax levy at a minimum of 20% of budget year net capital project expenditures. (see Capital Project section)

(c) Debt service should not exceed 10% of total governmental operating expenditures. (see Debt Service section)

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.37	5.40	5.40	5.42	0.02

Personnel Costs	\$392,604	\$425,173	\$415,667	\$435,359	\$10,186
Operating Expenses	\$20,279	\$35,490	\$32,520	\$34,885	(\$605)
Interdept. Charges	\$6,944	\$9,664	\$9,414	\$11,337	\$1,673
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$419,827	\$470,327	\$457,601	\$481,581	\$11,254
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$419,827	\$470,327	\$457,601	\$481,581	\$11,254



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by staff changes lowering health insurance. Operating expenses decrease mostly due to reduced contract services of \$1,000. Interdepartmental charges increase mostly due to End User Technology Fund charges of \$1,800.



Activity	2001 Act.	2002 Act.	2003 Bud	2003 Est.	2004 Bud	Bud Chg.
# of agency/cost centers programs budgets, analyzed, & monitored	284	285	286	290	290	4
Special projects & grant reviews performed	40	45	45	47	47	2
Fiscal impact and cost benefits analyzed	160	162	162	162	164	2
Appropriation transfer reviews	28	22	30	25	28	(2)
State/Federal Legislative Bill reviewed and analyzed	80	75	80	82	82	2

Information Systems Support

Program Description

The Information Systems Support program (formerly Personal Computer Support) provides division wide support to all aspects of Information Systems Services including, but not limited to project management, office automation, and decision making. This section reviews all requests for computer hardware and software; requests for web support, training requirements for the division, and related infrastructure requirements. Program administers contract services for division wide requirements of staff augmentation.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staff Turnover (a)	4.2% - 1	4.2% - 1	4.2% - 1	4.2% - 1	0%
(a) Industry Average is 15% -20%					

Staffing (FTE)	0.67	0.30	0.30	0.30	0.00
* End User Tech. Fund (Memo)	14.33	13.72	14.37	15.10	1.38
Grand Total	15.00	14.02	14.67	15.40	1.38

*Refer to Non-Departmental section.

Personnel Costs	\$48,187	\$43,063	\$43,732	\$45,864	\$2,801
Operating Expenses	\$33,725	\$69,075	\$63,300	\$60,950	(\$8,125)
Interdept. Charges	\$19,116	\$28,431	\$27,012	\$10,605	(\$17,826)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$101,028	\$140,569	\$134,044	\$117,419	(\$23,150)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$40	\$0	\$0	\$0	\$0
Total Revenues:	\$40	\$0	\$0	\$0	\$0
Tax Levy	\$100,988	\$140,569	\$134,044	\$117,419	(\$23,150)



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff. Operating expenses decrease mostly due to lower membership dues of \$4,000, tuition & registration of \$2,000, computer equipment of \$1,000, and computer software of \$1,000. Interdepartmental expenses decrease mostly due to a decrease in End User Technology Fund of \$17,600 reflecting a change in allocations among other divisions within the Department of Administration.

Network Support

Program Description

The Network Support program provides support for the County's centralized computer file and application servers, computer network, and the web server and related software. Network Support includes installation and maintenance of the enterprise network which connects devices on the Courthouse campus, and also communication links to remote County sites, the Internet, the State network, municipalities and "dial-in" users.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Major System Availability (a)	99.4%	99.9%	99.9%	99.9%	0.00%
Ave. Response in Seconds (b)	3	3	3	3	0
Speed of Data Links in mbs (c)	100/1000	100/1000	100/1000	100/1000	0

(a) Major system availability is an average of the percentage of time that major systems are available (i.e., "up") during planned availability periods.

(b) Average response time in seconds is a measure of how much time it takes a PC user to hit the enter key and when they see the response on the screen. The response time reflects the efficiency and speed of the network.

(c) Speed of data links is the average speed that data is transmitted across our internal network links.

Staffing (FTE)	10.62	10.60	11.62	11.60	1.00
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Personnel Costs	\$907,892	\$968,837	\$1,033,099	\$1,085,100	\$116,263
Operating Expenses	\$105,972	\$61,877	\$48,767	\$59,442	(\$2,435)
Interdept. Charges	\$50,895	\$50,600	\$50,564	\$88,228	\$37,628
Fixed Assets	\$0	\$15,000	\$15,000	\$15,000	\$0
Total Expenditures:	\$1,064,759	\$1,096,314	\$1,147,430	\$1,247,770	\$151,456
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$5,244	\$0	\$0	\$0	\$0
Interdepartmental	\$1,330	\$0	\$0	\$0	\$0
Other Revenue	\$45	\$0	\$0	\$0	\$0
Total Revenues:	\$6,619	\$0	\$0	\$0	\$0
Tax Levy	\$1,058,140	\$1,096,314	\$1,147,430	\$1,247,770	\$151,456



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff, increased benefit costs, and \$60,000 is related to the transfer of a Senior Information Systems Specialist position from Applications Development. Operating expenses decrease mostly due to lower data processing equipment repair/maintenance of \$1,000, books & publications of \$685 and mileage reimbursement of \$500. Interdepartmental expenses increase mostly due to an increase in End User Technology Fund of \$40,800 reflecting a change in allocations among other divisions within the Department of Administration, partially offset by lower telephone charges of \$4,300.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Login Add/Change Forms Processed	1,267	1,400	1,400	1,100	(300)
IBM RS/6000 Servers	14	15	15	20	5
Major Novell and NT Servers	43	52	52	61	9
Remote Network Links	16	34	34	35	1

Applications Development

Program Description

The Applications Development program supports large computer data applications used by County staff. This support can include either developing "custom" software or implementing "package" software systems. The support also includes enhancing the systems and resolving problems with software use.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	12.31	12.30	11.30	11.30	(1.00)
Personnel Costs	\$1,059,292	\$1,162,624	\$1,095,895	\$1,152,876	(\$9,748)
Operating Expenses	\$63,982	\$59,792	\$51,992	\$54,092	(\$5,700)
Interdept. Charges	\$53,778	\$60,621	\$58,358	\$73,405	\$12,784
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,177,052	\$1,283,037	\$1,206,245	\$1,280,373	(\$2,664)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$1,177,052	\$1,283,037	\$1,206,245	\$1,280,373	(\$2,664)

**Program Highlights**

Personnel costs decrease mostly due to the transfer of a Senior Information Systems Specialist position to Network Support of \$60,000, partially offset by cost to continue existing staff and increased benefit costs. Operating expenses decrease mostly due to lower contracted services of \$3,000 and tuition & registration of \$2,000. Interdepartmental expenses increase mostly due to an increase in End User Technology Fund of \$13,900 reflecting a change in allocations among other divisions within the Department of Administration.

Employment Services / Training

Program Description

The Employment Services program is responsible for the implementation of federal and state employment and labor laws, personnel recruitment and selection, processing new applications and applicant tracking, and wage and salary administration. The Training program provides training and education assistance to County employees in order to improve the quality of County services, assist employees in the performance of their jobs and prepare employees for promotional opportunities.



	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	4.00	4.00	4.00	4.00	0.00
Personnel Costs	\$326,539	\$356,557	\$342,642	\$359,363	\$2,806
Operating Expenses	\$104,923	\$149,570	\$137,204	\$146,333	(\$3,237)
Interdept. Charges	\$38,412	\$50,920	\$50,789	\$59,996	\$9,076
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$469,874	\$557,047	\$530,635	\$565,692	\$8,645
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$153	\$50	\$50	\$50	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$27,828	\$26,500	\$23,000	\$27,500	\$1,000
Total Revenues:	\$27,981	\$26,550	\$23,050	\$27,550	\$1,000
Tax Levy	\$441,893	\$530,497	\$507,585	\$538,142	\$7,645



Program Highlights

Personnel costs increase mostly due to cost to continue existing staff and increased benefit costs, partially offset by employee changes lowering health and dental insurance. Operating expenses decrease mostly due to decreased pre-employment costs by \$2,280 and compensation evaluation costs by \$1,360. Interdepartmental charges increase mostly due to increased charges from End User Technology Fund by \$8,540. Other revenue increases due to increased wellness revenue of \$1,000.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
#of Seasonal, Temporary Employees Hired	186	275	180	180	(95)
# of Regular Full-Time Employees Hired	89	125	75	75	(50)
Promotions/Demotions/Transfers	80	125	75	75	(50)
Peak # of Employees on Payroll	1815	1,825	1,850	1,850	25
# of County Employees Trained	1746	1,700	1,050	1,550	(150)
# of Training Programs Conducted	93	120	88	105	(15)

Employee Benefits / Labor Relations

Program Description

The Employee Benefits program provides the administration of the County's benefit plans. The Labor Relations program manages the County's collective bargaining, grievance arbitration, and employee relations and performance functions.

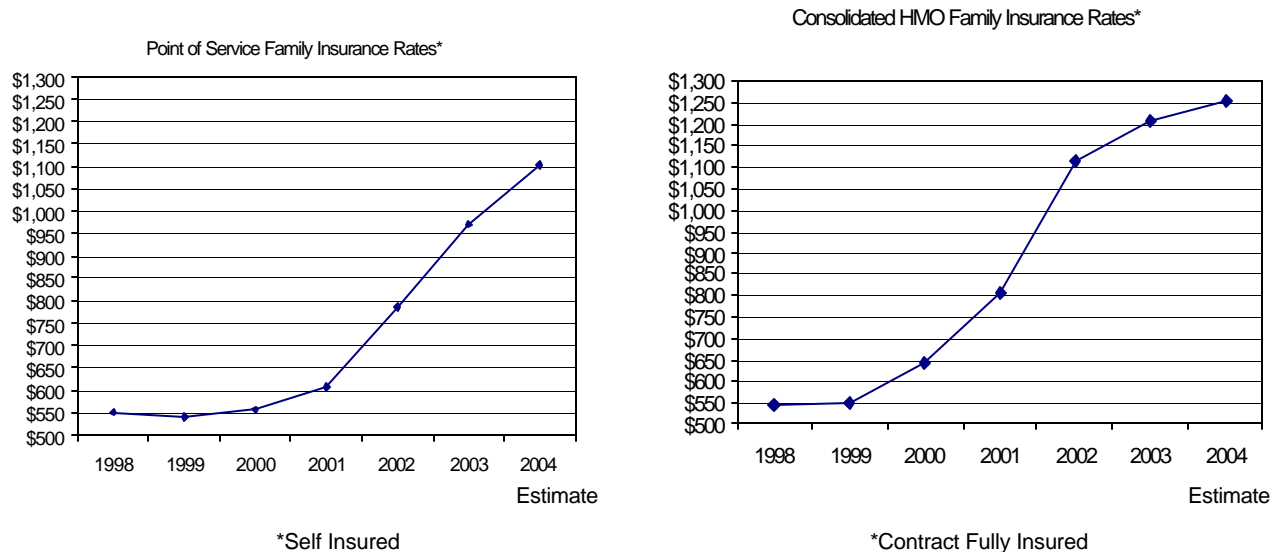
	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	3.00	3.04	3.04	3.00	(0.04)
Personnel Costs	\$295,257	\$311,777	\$311,443	\$326,942	\$15,165
Operating Expenses	\$46,356	\$69,921	\$67,894	\$44,921	(\$25,000)
Interdept. Charges	\$6,850	\$5,028	\$5,028	\$11,436	\$6,408
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$348,463	\$386,726	\$384,365	\$383,299	(\$3,427)
General Government	\$0	\$0	\$0	\$0	\$0
Fine/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$0	\$0	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$0	\$0	\$0	\$0	\$0
Tax Levy	\$348,463	\$386,726	\$384,365	\$383,299	(\$3,427)



Program Highlights

Personnel Costs increase mostly due to cost to continue existing staff and increased benefit costs. Operating expenses decrease due to elimination of contracted services due to completion of intrant employee benefit website of \$25,000. Interdepartmental charges increase due to increased charges from End User Technology Fund of \$6,400.

Activity



Purchasing

Program Description

The Purchasing program is responsible for directing and coordinating the procurement of equipment, supplies and services required by the County. Program activities include: developing County purchasing policies and initiatives; drafting, negotiating and administering County contracts; and providing support and information (and/or making recommendations) to users on type, availability and costs of equipment, supplies and services (with consideration to benefits, effectiveness and efficiency). The division also manages the disposal or reallocation of the County fixed assets (excluding buildings). In addition, it is responsible for the coordination, administration and updating of the County's Business Continuity Plan.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
On-Time Delivery	3.34	3.30	3.34	3.34	0.04
Quality Level	3.38	3.30	3.38	3.38	0.08
Customer Satisfaction	3.35	3.20	3.26	3.28	0.08

Ratings are based on a 4-point scale, with a 2.5 rating considered average (between fair and satisfactory). Goal of greater than or equal to 3.0 is higher than average.

Staffing (FTE)	4.02	4.08	4.08	4.07	(0.01)
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Personnel Costs	\$321,034	\$331,771	\$333,318	\$351,907	\$20,136
Operating Expenses	\$21,841	\$34,810	\$30,382	\$37,517	\$2,707
Interdept. Charges	\$17,862	\$28,303	\$21,991	\$30,827	\$2,524
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$360,737	\$394,884	\$385,691	\$420,251	\$25,367
General Government	\$0	\$0	\$0	\$0	\$0
Fines/Licenses	\$0	\$0	\$0	\$0	\$0
Charges for Services	\$249	\$0	\$150	\$100	\$100
Interdepartmental	\$0	\$0	\$0	\$0	\$0
Other Revenue	\$61	\$150	\$1,901	\$500	\$350
Total Revenues:	\$310	\$150	\$2,051	\$600	\$450
Tax Levy	\$360,427	\$394,734	\$383,640	\$419,651	\$24,917



Program Highlights

Personnel Costs increase mostly due to cost to continue existing staff and increased benefit costs.

Operating expenses increase due to increased office supplies of \$1,100 and fax & copier maintenance not budgeted last year of \$1,250. Interdepartmental charges increased due to imaging charges of \$2,000 and increased charges from End User Technology Fund of \$7,050, partially offset by reduced postage, printing and copy charges due to posting bids on the internet of \$6,130 and reduced variable telephone usage of \$700.

Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Requisitions Processed	985	1,000	1,000	1,000	0
Purchase Orders Issued	1,138	1,076	1,086	1,097	21
RFP's Reviewed & Consulted	8	5	5	5	0
Bids/Proposals Issued	167	135	129	135	0

Risk Mgmt Fund**Administration****Fund Purpose/
Summary****Fund Purpose**

The Risk Management Fund is an Internal Service Fund established to safeguard the financial security of the County by protecting its human, financial, and property assets from the adverse impact of loss by identifying and analyzing risks, considering alternatives and selecting risk treatment devices (control, reduction, retention, transfer), implementing appropriate treatment devices, preparing and guarding against catastrophic fiscal loss.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Risk Mgmt Fund						
Personnel Costs	\$214,147	\$235,758	\$238,086	\$250,937	\$15,179	6.4%
Operating Expenses (a)	\$1,666,172	\$1,516,363	\$1,515,631	\$1,689,032	\$172,669	11.4%
Interdept. Charges	\$114,625	\$110,839	\$111,106	\$104,153	(\$6,686)	-6.0%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Debt-Principal (Memo)(b)	\$94,638	\$101,499	\$101,499	\$108,858	\$7,359	7.3%
Total Expenditures (a, b)	\$1,994,944	\$1,862,960	\$1,864,823	\$2,044,122	\$181,162	9.7%
Interdepartmental (c)	\$867,200	\$907,974	\$907,974	\$935,250	\$27,276	3.0%
Other Revenue (a, d, e)	\$1,198,550	\$954,986	\$881,986	\$1,108,872	\$153,886	16.1%
Total Revenues (a, c, d, e)	\$2,065,750	\$1,862,960	\$1,789,960	\$2,044,122	\$181,162	9.7%
Operating Inc./(Loss)(f)	\$70,806	\$0	(\$74,863)	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	3.20	3.20	3.20	3.20	0.00	
Extra Help	0.12	0.00	0.11	0.00	0.00	
Overtime	0.00	0.00	0.00	0.00	0.00	
Total	3.32	3.20	3.31	3.20	0.00	

- (a) Additional expenditure authority of \$208,960 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management fund balance to achieve a 75% confidence level in liability reserves as of 12/31/01.
- (b) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.
- (c) Interdepartmental Revenues from charges to insured departments include tax levy funding.
- (d) Other Revenues includes Risk Management Fund balance appropriations as follows: 2003 Budget \$11,262 General Liability/Auto/Other, \$171,724 Worker's Compensation; 2004 Budget \$149,339 General Liability/Auto Liability/Other, \$185,933 Worker's Compensation.
- (e) In 2002 Worker's Compensation Recoveries (revenues) exceeded budget by \$152,459 as a result of one-time recoveries on two large 1998 worker's compensation claims.
- (f) The 2003 Estimate is expected to be below the 2003 Adopted budget primarily due to the low rates of return on the investment income earnings.

Departmental Objectives 2004

1. If a change in Worker's Compensation Third Party Claims Administer is made effective 01/01/04 as a result of 2003 RFP process, transition claims functions to new administrator and educate County staff regarding vendor personnel change and associated claims process changes. (1st Qtr 2004)
2. Continue to assist affected departments with their HIPAA administrative simplification rules compliance efforts: chair workgroup, analyze rules, evaluate exposures, and provide direction. Area of focus is to begin implementing actions that will enable the County to meet 2005 Security Rule regulations. (Strategic Plan Goal 1.3: 4th Qtr 2004).
3. Continue to identify and implement necessary security related enhancements within County facilities. Area of focus involves perimeter security and building access control. (Ongoing)
4. Roll out the training sessions for Part II Risk Management Supervisory Program as part of Human Resources' Management University program to provide supervisors with Risk Management tools and knowledge in order to minimize risk exposure in their departments. Three new modules are being developed in 2003: Worker's Compensation Claims Process (Advanced), Ergonomics Awareness, and Accident Investigation & Reporting. (Strategic Plan Goal 3.2: 4th Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Assisted affected departments with their HIPAA administrative simplification rules compliance efforts: chaired workgroup, analyzed rules, evaluated exposures, and provided direction. (Strategic Plan Goal 1.3) Area of focus was to meet Privacy Rule compliance dates. Efforts will continue throughout 2003 and 2004 as Security Rule is addressed.
 2. Continued to identify and implement necessary security related enhancements within County facilities. Area of focus involved building access control through planned implementation of key card system.
 3. Began to identify and implement process improvements for worker's compensation claims medical management to improve quality, customer service, efficiencies or cost effectiveness. Area of focus includes issuing RFP's for third party claims administrative services, bill review providers and nurse case management provider services as well as building alliances with medical providers.
 4. Participated in Background Checks For Volunteers Workgroup to assess exposure and establish guidelines so as to minimize County risk exposure. Guidelines to be finalized prior to years end.
 5. Participated in Fitness For Duty Workgroup to assess exposure within Sheriff's Department. Recommendations to be finalized prior to years end.
 6. Conducted numerous ergonomic workstation analyses for departments and provided ergonomics awareness training and back safety training to staff in response to claims exposure and department needs.
 7. Continued developing internal standard operating procedures for Risk Management's SOP Manual to document administrative policies and procedures for staff guidance, accountability and utilization for new staff training in the event of employee turnover. Additional procedures completed include Ceridian payroll system, disability pay eligibility listing, GAB reports, laptop & projector use, OSHA recordkeeping, Pro-card, Risk Management yearly tasks, worker's compensation file set-up, workers compensation point people. Will finalize SOP manual in 2004.
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General/Auto Liability & Other Insurance

Program Description

Management of the County's property and liability risks, safety and security programs and transfer of risk to insurance carriers or others where appropriate. Risk Management develops and implements a program which includes risk exposure identification and analysis, loss prevention and control, education and training of employees, contract monitoring and review, claims administration, self-insured loss reserve funding and insurance purchasing to reduce loss occurrences and their financial impact. Risk Management also monitors the County's investment in Wisconsin Municipal Mutual Insurance Company (WMMIC). This mutual insurance company was created by a group of large Wisconsin municipalities to provide general and police professional liability, errors and omissions and vehicle liability excess coverage for member counties (11) and cities (3).



Performance Measures

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Percentage of contracts reviewed within 1 week	Benchmark was not yet established	75%	79%YTD*	80%	5%

*Year to date as of 09/04/03.

	2002 <u>Actual</u>	2003 <u>Budget</u>	2003 <u>Estimate</u>	2004 <u>Budget</u>	Budget <u>Change</u>
Staffing (FTE)	1.90	1.90	1.90	1.90	0.00

Personnel Costs	\$134,947	\$144,269	\$144,683	\$153,004	\$8,735
Operating Expenses (a)	\$1,104,907	\$1,013,338	\$1,012,924	\$1,166,092	\$152,754
Interdept. Charges	\$113,046	\$108,629	\$108,629	\$102,343	(\$6,286)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Debt-Principle (Memo) (b)	\$94,638	\$101,499	\$101,499	\$108,858	\$7,359
Total Expenditures (a, b)	\$1,352,900	\$1,266,236	\$1,266,236	\$1,421,439	\$155,203
Interdepartmental (c)	\$559,300	\$582,974	\$582,974	\$600,500	\$17,526
Other Revenue (a, d)	\$719,115	\$683,262	\$633,262	\$820,939	\$137,677
Total Revenues (a, c, d)	\$1,278,415	\$1,266,236	\$1,216,236	\$1,421,439	\$155,203
Operating Inc./(Loss)	(\$74,485)	\$0	(\$50,000)	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Additional expenditure authority of \$133,734 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management fund balance to achieve a 75% confidence level for the actuarially determined designated reserve level as of 12/31/01.

(b) Total Expenditures and Net Operating Income exclude debt service principal payments to conform to financial accounting standards.

(c) Interdepartmental revenues from charges to insured departments include tax levy funding.

(d) Appropriates \$149,339 in Risk Management fund balance for this program in the 2004 budget (\$11,262 for the 2003 adopted budget), an increase of \$138,077.



Program Highlights

The expenditures for this program increase 12% or \$155,203. Purchased insurance increases due to the continued hardened insurance market. Property insurance impacted the most with a 44% increase or \$91,025 in program costs for insurance and pre-payments/retained losses. Mental Health Center liability increases 34% or \$15,500. Estimated Future Claims increases 8% or \$32,000 to reflect estimate of actuarial forecasts. Department Insurance Charges (revenues) are held at a 3% increase or \$17,526 with the assistance of \$149,339 Risk Management Fund Balance (prior years retained earnings). Other revenues include investment income and insurance dividends from WMMIC of \$561,600, subrogation claims recoveries of \$40,000 and property insurance claims reimbursement of \$70,000.

Workers' Compensation

Program Description

Workers' Compensation provides for self-insured worker's compensation claims administration, excess worker's compensation insurance coverage, self-insured loss reserve funding and employee safety and loss control programs to prevent workplace injuries.



Performance Measures	2002 <u>Actual</u>	2003 <u>Budget (1)</u>	2003 <u>Estimate (2)</u>	2004 <u>Budget (3)</u>
Total Cases Incident Rate	5.8	N/A	4.2	Less than 7.7
Days Away from Work Incident Rate	2.6	N/A	1.5	Less than 2.8

(1) N/A = 2004 is first year benchmark established.

(2) Claims data as of 9/4/2003 trended to year-end.

(3) Benchmark is Bureau of Labor Statistics (BLS), U.S. Department of Labor, most current (2001) incident rates for Wisconsin local government. Objective is to out perform other local governments in the state of Wisconsin as reflected in the 7.7 total case rate and 2.8 days away rate.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	1.42	1.30	1.41	1.30	0.00
Personnel Costs	\$79,200	\$91,489	\$93,403	\$97,933	\$6,444
Operating Expenses (a)	\$561,265	\$503,025	\$502,707	\$522,940	\$19,915
Interdept. Charges	\$1,579	\$2,210	\$2,477	\$1,810	(\$400)
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures (a):	\$642,044	\$596,724	\$598,587	\$622,683	\$25,959
Interdepartmental (b)	\$307,900	\$325,000	\$325,000	\$334,750	\$9,750
Other Revenue (a, c, d)	\$479,435	\$271,724	\$248,724	\$287,933	\$16,209
Total Revenues: (a, b, c, d)	\$787,335	\$596,724	\$573,724	\$622,683	\$25,959
Operating Inc./(Loss)	\$145,291	\$0	(\$24,863)	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Additional expenditure authority of \$75,225 over budget was appropriated in 2002 by ordinance and added as a revenue from Risk Management Fund balance to achieve a 75% confidence level for the actuarially determined designated reserve level as of 12/31/01.

(b) Interdepartmental revenues from charges to insured departments include tax levy funding.

(c) Appropriates \$185,933 in Risk Management fund balance for this program in 2004 budget (\$171,724 in 2003 adopted budget), an increase of \$14,209.

(d) In 2002 recoveries (revenues) exceeded budget by \$152,459 as a result of one-time recoveries on two large 1998 worker's compensation claims.

Program Highlights



The expenditures for this program increase about 4% or \$25,959. Worker's Compensation excess insurance increases 19% or \$8,400 due to the continued hardened insurance market. Current year retained losses increases 7.5% or \$7,000 based on historical expenditures. Department Insurance Charges (revenues) are held at a 3% increase or \$9,750 with the assistance of \$185,933 Risk Management Fund Balance (prior years retained earnings). Other revenues include fund balance investment income of \$85,000 and subrogation claims recoveries of \$17,000.

**Activity -- General/Auto Liability & Other Insurance Program**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
#Property/Auto Physical Claims	79	71	70	71	73
Paid & Reserve Net of Subro	\$160,995	\$125,742	\$215,775	\$152,923	\$163,800
Average Cost Per Claim	\$2,038	\$1,771	\$3,083	\$2,154	\$2,244
Subrogation Collections	\$20,928	\$56,792	\$26,101	\$6,078	\$27,500
 #General/Auto Liability Claims	 79	 99	 79	 64	 80
Paid & Reserve	\$693,244	\$136,905	\$248,131	\$206,996	N/A
Average Cost Per Claim	\$8,775	\$1,383	\$3,141	\$3,234	N/A

Note: Accident year claims data valued as of 3/31/03.

NA=estimates not available due to need for actuarial analysis.

**Activity -- Workers' Compensation Program**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
# Worker's Compensation Claims	139	119	129	130	129
Paid & Reserve Net of Subro	\$745,407	\$288,200	\$395,553	\$298,506	N/A
Average Cost Per Claim	\$5,363	\$2,422	\$3,066	\$2,296	N/A

Note: Accident year claims data valued as of 3/31/03.

\$ Includes legal expenses and disability pay.

NA=estimates not available due to need for actuarial analysis.

**Activity -- Risk Management Fund Overall**

<u>Output Indicators:</u>	1999 <u>Actual</u>	2000 <u>Actual</u>	2001 <u>Actual</u>	2002 <u>Actual</u>	2003 <u>Estimate</u>
Safety Inspections/Surveys	9	27	30	20	15
Safety Meetings	20	29	27	26	23
Training In-services	14	36	26	18	20
Beat Articles/Flyers	4	4	2	1	3
Contracts & Ins Certificates Reviewed	319	325	361	352	340
 <u>Efficiency Indicators:</u>					
Total Purchased Insurance Premium	\$345,220	\$362,557	\$391,557	\$445,363	\$595,710
Cost of Insurance Per \$1,000 of	\$2.31	\$2.27	\$2.27	\$2.47	\$3.18
County Expenditures*					
 Total R. M. Expenditures	 \$1,599,995	 \$1,623,879	 \$1,608,982	 \$1,993,024	 \$1,862,960
Cost of Risk Per \$1,000 of County	\$10.70	\$10.16	\$9.34	\$11.07	\$9.94
Expenditures*					

*excludes capital projects & debt service

Records Mgmt Fund**Administration****Fund Purpose/
Summary / Capital Projects****Fund Purpose**

The Records Management Division is an internal service fund expected to be self-sustaining. The programs within the fund have specific missions, which are outlined on the respective program pages.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Records Mgmt Fund						
Personnel Costs	\$493,689	\$528,848	\$512,748	\$500,869	(\$27,979)	-5.3%
Operating Expenses	\$1,023,502	\$1,028,932	\$1,025,622	\$1,058,404	\$29,472	2.9%
Interdept. Charges	\$51,192	\$68,590	\$66,603	\$81,822	\$13,232	19.3%
Fixed Assets (a)	\$32,035	\$9,500	\$8,789	\$0	(\$9,500)	-100.0%
Total Expenditures (a)	\$1,568,383	\$1,626,370	\$1,604,973	\$1,641,095	\$14,725	0.9%
Charges for Services	\$154,981	\$114,489	\$129,807	\$71,200	(\$43,289)	-37.8%
Interdepartmental (b)	\$1,497,691	\$1,511,881	\$1,540,006	\$1,569,895	\$58,014	3.8%
Other Revenue	\$3,926	\$0	\$30,000	\$0	\$0	N/A
Total Revenues	\$1,656,598	\$1,626,370	\$1,699,813	\$1,641,095	\$14,725	0.9%
Oper. Inc./ (Loss) (a)	\$88,215	\$0	\$94,840	\$0	\$0	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A

Position Summary (FTE)

Regular Positions	7.50	7.50	7.50	7.00	(0.50)	
Extra Help	7.10	6.51	6.56	5.78	(0.73)	
Overtime	0.03	0.05	0.05	0.10	0.05	
Total	14.63	14.06	14.11	12.88	(1.18)	

(a) Total expenditures and net operating income/(loss) exclude fixed assets to conform to financial accounting standards. One-time fixed asset purchases will be funded from cash generated by operating revenues.

(b) Revenues from interdepartmental charges to user departments include tax levy funding in user departments.

Current & Proposed Capital Projects

Project #	Project Name	Expected Completion Date	Total Project Cost	Estimated % Complete at Year End	Estimated Operating Impact	Annual=A One- Time=T
200027	Electronic Document Management System (a)	2006	\$1,425,000	45% (b)	\$71,569	A

(a) Coordinated project with Department of Administration – Information Systems Division

(b) Estimate based on dollars expended

Departmental Objectives

1. Continue into the fourth year of the six-year Electronic Document Management System Capital Project, through planning, research, development and implementation of cost-effective and efficient imaging and records management strategies throughout the County (4th quarter, 2006).
2. Expand the Web-based imaging environment to DOA – Purchasing, Register of Deeds and the District Attorney's Departments (Strategic Plan Goal 4.3) (4th quarter, 2004).
3. A printer's focus group and an internal survey will be conducted of the County's user departments to determine how better to serve their needs while trying to reduce costs. The results will be incorporated in a RFP with the County's public-private printing partnership (3rd quarter, 2004).
4. Pilot a touch screen imaging retrieval application in the Register of Deeds – Vital Records Division to make scanned records more easily accessible to the general public (1st quarter, 2004).
5. Research alternative methods of utilizing print technologies to reduce costs related to County letterhead (1st quarter, 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

NOTE: Our Records Management Program has received accolades from counties throughout the state, the State Records Board and Historical Society, and from McHenry County, Illinois. Waukesha County has provided guidance to these entities and assisted them in developing more formal records programs. We've been consistently identified by other entities in their best practice research as having the records management program to emulate. Our program is the benchmark for an effective and efficient program. The McHenry County Administrator told their County Board that they want to model their Records Program after Waukesha County's.

1. Completed the third year of the six-year Electronic Document Management System Capital Project.
 2. Designed, installed, and implemented imaging applications for Corp. Counsel – Child Support Div. (case files), Probate case files, Clerk of Courts index cards, Sheriff's Accident Reports, Parks and Land Use – Environmental Division's food licensing, Parks and Land Use – Land Information System's plat and subdivision files.
 3. In partnership with Information Systems and applicable departments expanded information access for County employees and the general public by transferring the County's electronic document imaging applications from a client-server, to a Web-based environment. A template for a Web-based application was developed in the Parks and Land Use department for the Environmental food licensing records.
 4. Prepared a Request for Bids and entered into a new 3 1/2 year contract for the County's public-private partnership in the Mail Services operation. The Request of Proposal for the Print Services Operation relating to the Print Coordinator will be done later in 2003 (3rd Quarter).
 5. Moved the Records Management software (Versatile) to a Web-based environment, and will open access to the system to user departments in partnership with Information Systems
 6. Conducted workshops related to our Mail and Records Management operations. The mail workshop was organized for all County Departments. The Records Management Workshop was opened to all municipalities within Waukesha County, and some in other Wisconsin counties. Over 100 individuals, representing more than 40 different municipalities, attended the latter.
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Microfilm/Imaging

Program Description

Microfilm/Imaging is responsible for the microfilming and imaging of all County records. Activities include: receipt, file preparation, microfilming/scanning, chemical processing microfilm/optical disk duplication, inspection quality control, hardcopy records destruction, microfilm distribution, invoicing, retention and preservation of the processed microfilm/optical disks, and timely and effective service to the general public and County agencies.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
ROD Document Turnaround:					
Less than 48 Hours	85%	92%	95%	96%	4%

NOTE: Records Management will continue to improve its microfilming/imaging turnaround times to existing and new departmental users as definitive workflow processes are established.

Staffing (FTE)	13.58	13.01	13.06	12.08	(0.93)
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Personnel Costs	\$448,640	\$473,692	\$461,461	\$457,032	(\$16,660)
Operating Expenses	\$189,049	\$226,187	\$233,552	\$247,872	\$21,685
Interdept. Charges	\$19,061	\$34,227	\$33,943	\$47,301	\$13,074
Fixed Assets	\$32,035	\$0	\$0	\$0	\$0
Total Expenditures	\$656,750	\$734,106	\$728,956	\$752,205	\$18,099
Charges for Services	\$149,451	\$109,103	\$123,884	\$65,000	(\$44,103)
Interdepartmental	\$558,505	\$625,003	\$647,036	\$687,205	\$62,202
Other Revenue	\$1,944	\$0	\$30,000	\$0	\$0
Total Revenues	\$709,900	\$734,106	\$800,920	\$752,205	\$18,099
Operating Inc./(Loss)	\$53,150	\$0	\$71,964	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel costs decrease of \$16,660 is attributed to cost to continue increases, more than offset by the abolishment of 0.25 FTE Records Analyst and a decrease in temporary clerical help by \$16,603. Operating costs show an increase of \$21,685 mainly due to external hardware/software maintenance of \$9,610 and depreciation expense increase of \$10,610 due to increased cost of maintenance contracts and investments in new equipment. Interdepartmental charges are budgeted at \$47,301, an increase of \$13,074. This increase is all attributed to the End User Technology (EUTF) charge increases of \$13,408.

The charges for services revenues are decreased in direct relationship to the anticipated decline in the real estate market due to anticipated higher interest rates and the corresponding sale of land records on CD's to 3rd party interests. Interdepartmental revenues are up due to planned back file imaging projects in Probate, Corp. Counsel (Child Support) and HHS. These charges reflect a 2.2% price increase, and an anticipated 3% volume increase. Other revenues reflect an estimate of \$30,000 for 2003 resulting from a one-time project requested by a 3rd party customer.



Activity – Microfilm/Imaging

<u>Output Indicators</u>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Microfilm Reels Created	379	600	578	450	(150)
Images Converted (Microfilmed & Digitized)	2,596,693	2,100,000	3,076,267	2,400,000*	300,000
CD's Produced	1,250	1,050	1,172	1,050**	0

* Budgeted figure in line with projected decline in the real estate market.

** CD production directly linked to the projected volume decrease of real estate recordings.

Records Management

Program Description

Records Management is responsible for conducting records inventories and follow-up review, analyzing the resulting findings, creating and obtaining approval of records retention schedules, auditing records retention schedules, maintaining records in the County Records Center, records retrieval, records destruction, and maintaining the County's Vital Records in conjunction with the County's approved record retention schedules.



Performance Measure

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Storage Boxes Destroyed	1,494	800	2,153	1,400	600

NOTE: The timely destruction of records protects the interests of the County, and ensures adherence to the County's approved Records Retention Schedules.

Staffing (FTE)	0.70	0.70	0.70	0.45	(0.25)
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Personnel Costs	\$25,338	\$34,154	\$30,228	\$21,602	(\$12,552)
Operating Expenses	\$41,565	\$35,797	\$28,635	\$26,185	(\$9,612)
Interdept. Charges	\$6,944	\$8,575	\$8,289	\$8,270	(\$305)
Fixed Assets	\$0	\$9,500	\$8,789	\$0	(\$9,500)
Total Expenditures:	\$73,847	\$78,526	\$67,152	\$56,057	(\$22,469)
Interdepartmental	\$47,628	\$55,884	\$61,514	\$33,415	(\$22,469)
Other Revenue	\$1,544	\$0	\$0	\$0	\$0
Total Revenues:	\$49,172	\$55,884	\$61,514	\$33,415	(\$22,469)
Operating Inc./(Loss)	(\$24,675)	(\$22,642)	(\$5,638)	(\$22,642)	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel cost decrease of \$12,552 attributed to cost to continue staff increases offset by the abolishment of 0.25 FTE Records Analyst. Operating expenses decrease \$9,612 resulting from reduction in depreciation expense.

Interdepartmental revenue subsidies are based on the number of microfilm and/or imaging projects. The percent of subsidy was decreased by 33% for 2004, as this organization is becoming more self-sustaining.



Activity – Records Management

Output Indicators	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Boxes/Journals Offsite (1)	9,593	12,400	12,854	13,254	854
Microfilm Reels Offsite (1)	14,015	15,267	14,593	15,057	(210)
Optical Disks Offsite (2)	63	76	83	95	19
Audits Completed (3)	6	8	8	22	14

- (1) Boxes/Journals and Microfilm Reel volumes will decrease with time as a result of the annual record purges based on the approved County's Record Retention Schedules.
- (2) Media conversion of Optical Disks to larger capacity will reduce the number of disks, but increase the storage capabilities.
- (3) Number of audits is increasing because in numerous situations, audits are now being completed by division rather than just by department as in the past.

Print Services

Program Description

Printing provides quality-printing services to all agencies of the County, including consultation, design, desktop publishing, printing, copying, bindery, and timely delivery of the final product through public-private partnering.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Print Job Turnaround Time:					
Less than 72 Hours (Internal)	94%	96%	95%	96%	0%

NOTE: Turnaround time is measured from the time a job is received until the time it is completed and delivered to the user department.

Staffing (FTE)	0.20	0.20	0.20	0.20	0.00
Personnel Costs	\$11,942	\$12,723	\$12,765	\$13,486	\$763
Operating Expenses	\$360,565	\$339,410	\$337,117	\$345,770	\$6,360
Interdept. Charges	\$16,527	\$18,378	\$17,405	\$18,550	\$172
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$389,034	\$370,511	\$367,287	\$377,806	\$7,295
Charges for Services	\$5,530	\$5,386	\$5,923	\$6,200	\$814
Interdepartmental	\$411,753	\$387,767	\$380,619	\$394,248	\$6,481
Other Revenue	\$446	\$0	\$0	\$0	\$0
Total Revenues:	\$417,729	\$393,153	\$386,542	\$400,448	\$7,295
Operating Inc./(Loss)	\$28,695	\$22,642	\$19,255	\$22,642	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

Program Highlights

The operating expenses increase of \$6,360 is mainly due to equipment maintenance costs of an additional copier and copy overages of \$8,189 and consulting services incentives of \$6,587 offset by a decrease in contracted services for print jobs by \$7,342.

The interdepartmental revenues increase is related to an increase in copy revenues by \$48,372 offset by a decrease in print revenues by \$42,051. This is a result of more print requisitions being run by the County's Print Coordinator as copy jobs, and passing the savings on to the user departments, which is a "win-win" situation for all. **It should be noted, that the internal service fees have not increased since acquiring this organizational responsibility in 1996.**

Activity – Print Services

Output Indicators	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Print Requests (1)	2,500	2,772	2,544	2,450	(322) (1)
Full-Service Copies (2)	1,769,616	1,959,443	2,000,524	2,100,000	140,557 (2)
Self-Service Copies (1)	77,446	60,000	45,495	40,000	(20,000) (1)

- (1) As new copiers with improved printing, sorting, and duplex capabilities are replaced based on the County's Copier Replacement Plan, departments are producing copies internally rather than through the print services operation.
- (2) This increase is related to new, more sophisticated, in-house digital copying capabilities, and the ever-increasing volume produced by the in-house Print Services Operation.

Mail Services

Program Description

Mail Services provides prompt sorting and delivery of all incoming and outgoing U.S. Postal Service mail, and outgoing UPS packages to County agencies through public-private partnering.



Performance Measure

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Customer Satisfaction Rating	NA	3.5	3.6	NA	NA

NOTE: The customer satisfaction rating is based on 4-point scale, with a 2.5 rating considered average. Customer service surveys will be conducted biannually in conjunction with focus group sessions in alternating years.

Staffing (FTE)	0.15	0.15	0.15	0.15	0.00
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Personnel Costs	\$7,769	\$8,279	\$8,294	\$8,749	\$470
Operating Expenses	\$432,323	\$427,538	\$426,318	\$438,577	\$11,039
Interdept. Charges	\$8,660	\$7,410	\$6,966	\$7,701	\$291
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$448,752	\$443,227	\$441,578	\$455,027	\$11,800
Interdepartmental	\$479,805	\$443,227	\$450,837	\$455,027	\$11,800
Other Revenue	(\$8)	\$0	\$0	\$0	\$0
Total Revenues:	\$479,797	\$443,227	\$450,837	\$455,027	\$11,800
Operating Inc./(Loss)	\$31,045	\$0	\$9,259	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Operating expenses increase of \$11,039 is mainly due to an increase in postage costs by \$13,203 offset by a decrease in contracted services by \$2,010. Interdepartmental revenues increase of \$11,800 is in direct relationship to the anticipated increase in postage expenses. **It should be noted, that internal service fees have not increased since acquiring this organizational responsibility in 1996.**



Activity – Mail Services

<u>Output Indicators</u>	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Incoming Mail (Bins)	2,247	2,439	2,400	2,450	11
Outgoing Mail (Pieces)	828,099	905,366	826,002	825,000	(80,366)*
Outgoing UPS (Pieces)	583	500	634	580	80

* Historically, the annual outgoing mail volume has been decreasing

Communications**Administration****Fund Purpose/
Summary****Fund Purpose**

The Communications Division operates as an Internal Service fund by providing countywide telecommunication systems and services.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Communications Fund						
Personnel Costs	\$147,489	\$167,404	\$164,019	\$175,481	\$8,077	4.8%
Operating Expenses	\$508,358	\$695,823	\$759,237	\$523,256	(\$172,567)	-24.8%
Interdept. Charges	\$11,586	\$17,485	\$16,385	\$19,515	\$2,030	11.6%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)	-18.4%
Interdepartmental	\$710,714	\$798,648	\$786,072	\$794,701	(\$3,947)	-0.5%
Other Revenue (a)	\$1,944	\$82,064	\$4,340	\$28,340	(\$53,724)	-65.5%
Total Revenues (a)	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)	-6.5%
Operating Inc/(Loss) (b)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789	N/A
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	2.35	2.35	2.35	2.35	0.00	
Extra Help	0.00	0.00	0.00	0.00	0.00	
Overtime	0.01	0.07	0.07	0.07	0.00	
Total	2.36	2.42	2.42	2.42	0.00	

- (a) Communications includes a fund balance appropriation in 2003 of \$39,900 to hold down the chargebacks to departments, \$15,000 for upgraded voice mail and \$24,000 for contract services. Included in 2004 is a fund balance appropriation of \$24,000 for contract services to determine the appropriate system in 2005.
- (b) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.

Departmental Objectives

1. Evaluate and implement communication needs for the new County Wide Dispatch Center (4th Qtr 2004).
2. Continue to evaluate new communication technologies including Voice over IP, which includes a Centrex flavoring. Along with evaluating new technologies, continue with training in voice/data convergence (2nd Qtr 2004).
3. As the County continues to add T1's for network connectivity and the fiber project continues, investigate consolidation of the county LAN (2nd Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Implemented the new Call Accounting system. This results in the ability to run reports that validate the SBC invoicing and to recoup revenue that was previously missed with the old system.
 2. Investigated Voice Over IP by attending numerous seminars and discussing with other users. Determined that although it is being pushed hard by the vendors, it is not yet at the level required by the County. Evaluation of the technology will continue.
 3. Successfully renegotiated the Centrex contract for another two years.
 4. Worked cooperatively with Information Systems to enhance the web based employee directory with features that include a search option and automatic reply for changes to the directory.
 5. Transitioned department call reports to the internet. This permits users to determine which information to view and when to view. This also eliminated cost of printing paper reports.
-

Communications

Program Description

The Communications program provides countywide telecommunication systems and services. The program is responsible for installing, operating, and maintaining County telephones and other telecommunication equipment and services.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
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Monthly Charge:

Centrex telephone lines \$18.50 \$20.00 \$20.00 \$20.00 \$0.00

Cellular phones* \$13.00 \$19.00 \$19.00 \$19.00 \$0.00

*Rate for cellular phones increased in 2003 due to \$2.00 increase in line cost, \$2.00 increase due to change from analog to digital service and \$2.00 increase in overhead.

Staffing (FTE)	2.36	2.42	2.42	2.42	0.00
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Personnel Costs	\$147,489	\$167,404	\$164,019	\$175,481	\$8,077
Operating Expenses	\$508,358	\$695,823	\$759,237	\$523,256	(\$172,567)
Interdept. Charges	\$11,586	\$17,485	\$16,385	\$19,515	\$2,030
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$667,433	\$880,712	\$939,641	\$718,252	(\$162,460)
Interdepartmental	\$710,714	\$798,648	\$786,072	\$794,701	(\$3,947)
Other Revenue (a)	\$1,944	\$82,064	\$4,340	\$28,340	(\$53,724)
Total Revenues (a)	\$712,658	\$880,712	\$790,412	\$823,041	(\$57,671)
Operating Inc/(Loss) (b)	\$45,225	\$0	(\$149,229)	\$104,789	\$104,789
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) Communications includes a fund balance appropriation in 2003 of \$39,900 to hold down the chargebacks to departments, \$15,000 for upgraded voice mail and \$24,000 for contract services. Included in 2004 is a fund balance appropriation of \$24,000 for contract services to determine the appropriate system in 2005.

(b) Operating income in 2002 offsets costs of Centrex system charges on 2-year contract prepaid in 2001. Operating loss in 2003 reflects the prepayment of a 2-year contract which will be offset by operating income in 2004 and 2005.



Program Highlights

Personnel costs increase primarily due to cost to continue for existing staff and the increase in health insurance costs by \$2,700. Operating expenses decrease due to the Centrex contract prepayment in 2003 for 2 years by \$109,900, lower rates from the new contract by \$42,700, decreased lines by \$5,700, elimination of voice mail upgrade expenses by \$15,000 and decreased depreciation expense by \$9,200, partially offset by increased cellular phone expense by \$14,600. Interdepartmental charges increase mostly due to an increase in administrative overhead charges by \$2,000.

Interdepartmental revenues decrease mostly due to a decrease in number of lines by \$13,600, decreased usage by \$7,400 and decreased rates of miscellaneous lines by \$4,800, partially offset by increased cell phones by \$21,900. Other revenue decreases mostly due to decreased use of fund balance.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of Regular Telephone Lines	1,715	1,785	1,727	1,742	(43)
# of Business Set Lines	147	147	152	152	5
# of Cellular Phones	255	234	267	272	38

Radio Services Fund**Administration****Fund Purpose/
Summary****Fund Purpose**

An Enterprise fund is used to account for operations that are financed and operated similar to private businesses, where the costs of providing services are financed or recovered primarily through user charges to Waukesha County Departments and outside agencies.

The Radio Services Fund includes three major program areas, Radio Services provides conventional radio services; Trunked Radio operations; and a county agencies radio replacement program; with specific program description and activities as outlined on the following program pages.

Financial Summary

	2002 Actual (d)	2003 Adopted Budget	2003 Estimate(e)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Radio Services Fund						
Personnel Costs	\$331,533	\$352,393	\$351,762	\$378,218	\$25,825	7.3%
Operating Expenses	\$339,881	\$352,336	\$361,247	\$381,026	\$28,690	8.1%
Interdept. Charges	\$74,871	\$91,014	\$88,583	\$95,115	\$4,101	4.5%
Interdept. Charges - Int Exp	\$0	\$35,683	\$37,453	\$124,650	\$88,967	249.3%
Debt-Gen.Fd Loan Repay (Memo) (a)	\$954,269	\$776,831	\$776,831	\$587,083	(\$189,748)	N/A
Fixed Assets (Memo) (b)	\$787,742	\$0	\$0	\$0	\$0	N/A
Total Expenditures (a) (b) (e)	\$746,285	\$831,426	\$839,045	\$979,009	\$147,583	17.8%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$561,029	\$453,128	\$419,619	\$423,289	(\$29,839)	-6.6%
Interdepartmental	\$332,902	\$334,609	\$350,017	\$399,622	\$65,013	19.4%
Other Revenue (f)	\$248,034	\$190,000	\$314,650	\$334,650	\$144,650	76.1%
Total Revenues	\$1,141,965	\$977,737	\$1,084,286	\$1,157,561	\$179,824	18.4%
Operating Inc./(Loss) (a) (b) (c)	\$395,680	\$146,311	\$245,241	\$178,552	\$32,241	22.0%
Tax Levy	\$0	\$0	\$0	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	5.20	5.10	5.10	5.10	0.00	
Extra Help	0.08	0.17	0.09	0.09	(0.08)	
Overtime	0.03	0.06	0.03	0.04	(0.02)	
Total	5.31	5.33	5.22	5.23	(0.10)	

- a) Debt repayment of general fund loans for the radio tower, building, Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by operating revenues or repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account.
- b) Total expenditures and net operating income exclude fixed asset purchases to conform to financial accounting standards. Any fixed asset purchases will be made from cash generated by operating revenues.
- c) Operating income is attributable to revenues providing funding for County radio replacement program (2002: \$106,410; 2003: \$129,677; 2004: 148,993). Also included in Operating income is interest income from municipal repayment of loans (2002: \$37,453; 2003 \$124,650). These amounts are repaid to the general fund in the year following receipt. The amount received in 2003 will be budgeted in 2004 when it is repaid to the General Fund.
- d) For comparison purposes, the 2002 actuals shown here differ from the 2002 Comprehensive Annual Financial Report (CAFR) due to capital project #9611 County Wide Trunk Radio Upgrade revenues and expenditures included in the CAFR not reflected in the operating results shown here.
- e) The 2003 expenditure estimate exceeds the adopted budget as the department was authorized to carryover expenditure authority of \$9,395 from 2002 into 2003.
- f) Other Revenue reflects Radio Service Fund Balance appropriated in 2004 to repay the General fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received \$124,650 from Municipalities as loan interest income earned in 2003 and is paying this amount in 2004 back to the General Fund.

Current and Proposed Capital Projects

Project #	Project Name	Expected Completion Year	Total Budget Project Cost	Estimated % Complete at Year End '03	Estimated Net Oper. Impact (b)	Est. Depreciation Expense
9611	County-wide Trunk Radio Upgrade (a)	2003	\$9,459,900	100%	\$130,000	\$210,000 (c)
200201	Mobile Data Infrastructure Upgrade (d)	2006	\$650,000	0%	\$TBD	\$66,000 (d)

(a) Total Project Cost may increase if additional municipalities decide to participate in this project beyond the initial charter members.

(b) Reference Capital Projects section for additional operating impact and project information.

(c) Annual operating impact for County portion of trunked radio infrastructure costs at approximately \$1.9 million over a nine-year period will result in an estimated \$210,000 expense annually. A provision will be funded by appropriating an offsetting amount of Radio Services Fund balance.

(d) Project costs subject to change upon consultant estimates. Depreciation expense is based on \$660,000 project cost with a 10-year useful life.

Departmental Objectives

1. Install radio consoles and related communication equipment at the new Communication Central dispatch operations, and interface to the trunked radio system. Assist with console-related user training materials and classes as needed for dispatchers and Radio technicians. Assist with successful cutover to new center. (1st qtr, 2004) (Strategic Plan Goal 1.4 Task 5)
2. Implement prioritized in-building trunked radio amplifier systems in strategic heavy buildings (high and middle schools, hospitals and nursing homes) based on radio services range and coverage tests. Continue to pursue federal grant funding as available. (By 4th qtr, 2004) (Strategic Plan Goal 1.4 Task 1)
3. Ensure that Radio Technicians receive both manufacturer and in-house training on trunked system service, including emergency response measures. (2nd qtr, 2004) (Strategic Plan goal 5.2)
4. Engage a consultant and meet with Mobile Data users to determine specific needs, design plan (including budget and concept) report for Mobile Data Infrastructure Upgrade Capital Project (implementation 2005-2006). Based on budgetary considerations and user needs, produce an RFP for release in late (4th qtr) 2004 or early 2005.
5. Explore the transition of Radio Services operations management to Public Works – Communication Center.

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Completed implementation and testing of seventh tower site for improved radio signal coverage in the City of Brookfield, and effectively resolving coverage issues in Elm Grove and Brookfield. (Strategic Plan Goal 1.4 Task 1)
2. In conjunction with municipal law enforcement agencies, complete strategic trunked radio in-building coverage testing of high schools, middle schools, hospital emergency rooms and nursing homes. Secured grant funding and began implementation of in-building amplifier systems for high-priority identified buildings. (Strategic Plan Goal 1.4 Task 1).
3. Participating in workgroups and committees, working with Communications operations manager, consultant and staff in the planning and implementing the new central dispatch center. This includes planning for the 2003 implementation of the new Countywide Fire Paging Simulcast System. (Strategic Plan Goal 5.2 Task 1)
4. Worked to identify mobile data system upgrade for software, interfaces and hardware infrastructure necessary based on decisions being made for the new central dispatch center, CAD and RMS.
5. Installed hardware/software to track trunked radio usage to the individual radio level. Produced by-customer monthly historical radio usage reports. Producing ongoing monthly by-radio usage reports commencing January 2003. Trunked Radio Users operating cost shares calculated based on actual usage time on system.
6. Developed in-house training for maintenance and optimization of trunked radio system. (Strategic Plan Goal 3.3 Task 2).
7. Improve upon service turnaround time by increasing from 92% to over 93% the amount of radio repairs that are performed within 72 hours (three business days) from when the work order is received. (Strategic Plan Goal 1.5 Task 3)

Radio Services Operation

Program Description

Provides radio design and engineering consultation, purchasing, installation, operation and servicing of traditional radios and base stations including new Communication Center (Dispatch Operations), that are cost effective and efficient to any type of governmental organization located geographically within Waukesha County. Operations include maintenance and repair services of two-way radio communication (remaining UHF and VHF and microwave systems), dispatch consoles, etc. This program area services continuing transmitters, microwave, mobile data terminals within the county and municipalities in surrounding counties at fee charges. In addition, this program area works with the private sector and Corporation Counsel to negotiate tower site leases with cellular phone service providers.



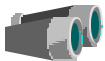
Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of time Radio Repair turnaround cycle < 72 hours(3 business days)	93%	93%	93%	94%	1%
Radio Technicians productive (billable) hours as a percentage of available hours	87%	86%	87%	87%	1%

Staffing (FTE)	2.71	2.55	2.56	3.04	0.49
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Personnel Costs	\$162,463	\$169,476	\$171,952	\$222,289	\$52,813
Operating Expenses	\$64,484	\$74,436	\$83,117	\$89,869	\$15,433
Interdept. Charges	\$27,049	\$34,703	\$33,462	\$33,703	(\$1,000)
Debt-Gen.Fd Loan Repay (Memo)(a)	\$80,000	\$85,000	\$85,000	\$81,350	(\$3,650)
Total Expenditures (a)	\$253,996	\$278,615	\$288,531	\$345,861	\$67,246
Charges for Services	\$277,290	\$190,730	\$216,014	\$215,770	\$25,040
Interdepartmental	\$133,656	\$93,890	\$132,402	\$159,650	\$65,760
Other Revenue	\$496	\$0	\$0	\$0	\$0
Total Revenues	\$411,442	\$284,620	\$348,416	\$375,420	\$90,800
Operating Inc./(Loss) (a)	\$157,446	\$6,005	\$59,885	\$29,559	\$23,554
Tax Levy	\$0	\$0	\$0	\$0	\$0

- a) Debt repayment of a general fund loan for the radio tower and building. Repayment is funded with cash balance generated by operating revenues. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account. The 2004 repayment will be the final payment to the general fund.



Program Highlights

Personnel cost increases due to shifting 0.27FTE (cost of \$22,000) of a Radio Communication Administrator position and 0.20 FTE (cost of \$14,600) of a Radio Services Specialist position from the Trunk Radio Operations program, as the positions will be providing more support to non-trunk radio infrastructure activities, including work associated with the establishing of the new County Communication Center. Operating costs are increased mainly due to higher material, supplies and parts costs.

Revenue increase is based on a greater than anticipated volume of service after the changeover to the Trunk Radio system and work related to the new Communication Center project including the installation of dispatch console workstations.

Trunked Radio Operations

Program Description

Provides centralized system administration, maintenance, and support for the operations and equipment installation and programming of the infrastructure and over 3,000 mobile and portable radios utilizing countywide 800 MHz trunked radio system.



Performance Measures

Charter members' existing radios on trunked radio system-cumulative

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
	100%	100%	100%	100%	0%

Staffing (FTE)	2.60	2.78	2.67	2.19	(0.59)
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Personnel Costs	\$169,070	\$182,917	\$179,810	\$155,929	(\$26,988)
Operating Expenses	\$47,240	\$87,900	\$70,621	\$81,157	(\$6,743)
Interdept. Charges	\$47,822	\$56,311	\$55,121	\$61,412	\$5,101
Interdept. Charges - Int Exp	\$0	\$35,683	\$37,453	\$124,650	\$88,967
Debt-Gen.Fd Loan Repay (Memo)(a)	\$874,269	\$691,831	\$691,831	\$505,733	(\$186,098)
Total Expenditures: (a)	\$264,132	\$362,811	\$343,005	\$423,148	\$60,337
Charges for Services	\$283,739	\$262,398	\$203,605	\$207,519	(\$54,879)
Interdepartmental	\$74,798	\$111,043	\$87,938	\$90,979	(\$20,064)
Other Revenue(b)	\$37,453	\$0	\$124,650	\$124,650	\$124,650
Total Revenues:	\$395,990	\$373,441	\$416,193	\$423,148	\$49,707
Operating Inc./(Loss) (a)	\$131,858	\$10,630	\$73,188	\$0	(\$10,630)
Tax Levy (a)	\$0	\$0	\$0	\$0	\$0

a) Debt repayment of a general fund loan for the Trunked Radio infrastructure and radio equipment. Repayment is funded with cash balance generated by repayments from municipalities. The repayment amount is excluded from the expenditure total due to the accounting entry for the repayment applied to the balance sheet advances from other funds liability account.

b) Other Revenue reflects Radio Service Fund Balance appropriated in 2004 to repay the General fund for the interest on the loan to the municipalities to acquire Trunk Radio equipment. Radio Services received \$124,650 from Municipalities as loan interest income earned in 2003 and is paying this amount in 2004 back to the General Fund.



Program Highlights

Personnel costs decrease due to shifting 0.27FTE (cost of \$22,000) of a Radio Communication Administrator position and 0.20 FTE (cost of \$14,600) of a Radio Services Specialist position to the Radio Services Operation program, as the positions will be providing more support to non-trunk radio infrastructure activities. Operating expenses decrease based on a reduced need for small equipment items purchased for the Trunk Radio system, which is now fully functional. Interdepartmental charges increase based on greater total cost of ownership charges for computer operation, county indirect charges and interest expense.

Revenues are based on a lesser quantity of customers requesting service contracts and maintenance service on new trunked radio equipment. There is an increase overall by \$49,700. This increase is the result of budgeting radio services fund balance for interest income received from municipalities in 2003 for radio equipment purchases that is to be paid back to the general fund in 2004.



Activity

2004 Budget

2004 Budget

of Antenna Sites

7

of Control Base Stations

93

of Channels

13

of Transmitters

93

Trunked Radio—County Radio Replacement

Program Description

A trunked radio replacement-funding program is established to provide centralized ownership, management and funding of County departments' radio (portable/mobile/sirens) units, including Sheriff ancillary items such as cases, speakers, and microphones. Infrastructure replacement is not included. This does not include municipal agencies radio equipment. It will permit County departments to better manage the variation in radio replacement funding needs through annual charges by basing replacement decisions on service and economic issues. This will reduce maintenance costs through timely radio replacements before usage or age causes excessive maintenance problems and expenses.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.00	0.00	0.00	0.00	0.00
Personnel Costs	\$0	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$228,123	\$190,000	\$207,509	\$210,000	\$20,000
Interdept. Charges	\$0	\$0	\$0	\$0	\$0
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures: (a)	\$228,123	\$190,000	\$207,509	\$210,000	\$20,000
Interdepartmental (b)	\$124,448	\$129,676	\$129,677	\$148,993	\$19,317
Other Revenue (c)	\$210,085	\$190,000	\$190,000	\$210,000	\$20,000
Total Revenues: (b)(c)	\$334,533	\$319,676	\$319,677	\$358,993	\$39,317
Operating Income/(Loss)	\$106,410	\$129,676	\$112,168	\$148,993	\$19,317
Tax Levy	\$0	\$0	\$0	\$0	\$0

- (a) Expenditures to be incurred result from the depreciation expense of the county share (\$1.9 million) of the trunk radio infrastructure costs to be totally offset by the appropriation of Radio Services fund balance. Original radio purchases are made from the capital project and expensed in the year of purchase based on a \$5,000 minimum capitalization level.
- (b) Amounts charged back as lease charges to departments provides a sinking fund to build up fund balance reserves planned for over a nine-year replacement period. This allows for funds to be available for necessary and timely replacements. Funding from departments include various revenue sources including tax levy.
- (c) Other revenue includes Radio Service fund balance appropriation of \$188,000 for 2002, \$190,000 for 2003, and \$210,000 for 2004 designated to offset depreciation expense related to the county's portion of the trunked radio infrastructure. Therefore, no sinking fund is building up for future infrastructure replacement cost. This would need to be funded from a future capital project.



Program Highlights

Operating Expenses increase \$20,000 reflecting the first full year impact estimated for county share of Trunk Radio Infrastructure depreciation expense based on the costs for a 7th tower site constructed and brought into operations in 2002. Interdepartmental revenue increase is based on higher county department inventories of radios and a recalculation of installment funding to allow these radios to be replaced simultaneously.



Activity

Trunked Radio System

Radio Replacement Charge

Department	2002 # of Radios	2003 # of Radios	2003 Budget	2004 Budget	\$ Change
Public Works	167	173	\$27,679	\$30,333	\$2,654
Park & Land Use	98	112	\$22,359	\$29,200	\$6,841
Sheriff	228	235	\$73,465	\$81,260	\$7,795
Public Works - Central Fleet	7	7	\$1,251	\$1,303	\$52
Medical Examiner	5	5	\$1,192	\$1,242	\$50
Emergency Management	3	3	\$859	\$895	\$36
DOA - Radio Services	4	7	\$2,871	\$2,992	\$121
Health & Human Services	0	5	\$0	\$1,768	\$1,768
Total	512	547	\$129,676	\$148,993	\$19,317

Collections**Administration****Fund Purpose/
Summary****Fund Purpose**

The Collections Division (1) operates as an Internal Service fund by providing financially responsible centralized collection services to all agencies of the County and participating external Waukesha County municipalities; (2) generates savings to taxpayers by maximizing the collection of dollars owed to the County in the most consistent, timely, efficient, and cost effective manner possible in compliance with all laws, rules, and regulations; (3) strives toward a fair and equitable balance between clients who receive goods and services from the County and taxpayers who bear the cost of unpaid goods and services.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
Collections Fund						
Personnel Costs	\$265,065	\$323,869	\$322,243	\$409,486	\$85,617	26.4%
Operating Expenses	\$77,730	\$124,926	\$116,439	\$94,246	(\$30,680)	-24.6%
Interdept. Charges	\$78,103	\$80,668	\$85,588	\$95,606	\$14,938	18.5%
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875	13.2%
Charges for Services	\$57,637	\$40,250	\$40,250	\$45,500	\$5,250	13.0%
Interdepartmental	\$504,759	\$354,746	\$406,000	\$372,378	\$17,632	5.0%
Other Revenue (b)	\$194,671	\$134,467	\$159,733	\$181,460	\$46,993	34.9%
Total Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875	13.2%
Operating Inc./(Loss)	\$336,169	\$0	\$81,713	\$0	\$0	N/A
Tax Levy (a) (Memo)	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)	7.1%

Position Summary (FTE)

Regular Positions	5.00	4.75	4.75	5.75	1.00
Extra Help	0.19	0.20	0.20	0.74	0.54
Overtime	0.02	0.04	0.04	0.04	0.00
Total	5.21	4.99	4.99	6.53	1.54

- (a) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and noncharged indirect costs provided in prior years, which reduces the overall general County tax levy.
 (b) Other revenue includes a fund balance appropriation of \$12,000 for the Universe system maintenance.

Current & Proposed Capital Projects

Proj#	Project Name	Expected Completion Year	Total Project Costs	Estimated % Complete End of '03	Estimated Operating Impact	A = Annual T = One- Time
200327	Upgrade CUBS System (a)	2004	\$275,000	N/A	\$22,500	A

- (a) Coordinated project with Department of Administration – Information Systems.

Departmental Objectives

1. Implement a 3.7% decrease in user charges from 27% of amounts collected to 26%. This is the sixth decrease from the initial 40% rate and a cumulative decrease of 35% (1st Qtr 2004).
2. Implement a volume discount sliding fee incentive for internal users. Internal users who exceed their annual collection projection will have their rate reduced to 15% of the amount collected (from the standard 26%) for all collections in excess of their annual collection projection (3rd Qtr 2004).
3. Evaluate feasibility of outsourcing printing and mailing of collection letters with an off-site processor (3rd Qtr 2004).

Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

1. Implemented a 10% decrease in user charges from 30% of amounts collected to 27%. This is the fifth decrease from the initial 40% rate.
2. Researched and identified lower cost skip tracing alternatives. Contracting with this provider, which now serves as the division's primary source results in projected savings of 25% or \$5,000 in 2004 versus 2003 costs.
3. Identified and contracted with a new firm for outsourced collection. This agency's collections (\$25,000) in the first quarter of 2003 is a considerable improvement over the \$5,000 collected in the past three years by the three prior collection agencies.
4. Added 1 municipality to the intergovernmental cooperative collection services program to bring the total intergovernmental users to 16.
5. Increased use of contract collection staff to permit internal staff to meet growing workload associated with increasing volume of accounts requiring litigation.

Collections

Program Description

The Collections program is responsible for administering, coordinating and directing efficient/cost effective collection of accounts referred to it for collection. This fund serves as a channel of accountability for countywide collection activity.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
<i>As more difficult collection cases are referred, maintain desired County Efficiency Ratio. This is the ratio of dollars collected versus dollars expensed or return on investment for each dollar spent.</i>					
Ratio - All Collected Funds *	5.03	3.00	3.53	3.00	0.00
<i>Maintain a recovery % greater than collection agency industry average specific to governmental accounts:</i>					
Waukesha Cty. Recovery %	26.1%	25.0%	27.0%	28.0%	3.0%
Collection Agencies Rec. % **	11.27%	11.27%	11.27%	11.27%	0.00%

* Calculated as total dollars collected divided by expenditures; desired ratio greater than or equal to 2.5 to 1.

** Source: American Collectors' Association (Top Annual Collection Markets Survey).

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	5.21	4.99	4.99	6.53	1.54

Personnel Costs	\$265,065	\$323,869	\$322,243	\$409,486	\$85,617
Operating Expenses	\$77,730	\$124,926	\$116,439	\$94,246	(\$30,680)
Interdept. Charges	\$78,103	\$80,668	\$85,588	\$95,606	\$14,938
Fixed Assets (Memo)	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$420,898	\$529,463	\$524,270	\$599,338	\$69,875
Charges for Services	\$57,637	\$40,250	\$40,250	\$45,500	\$5,250
Interdepartmental	\$504,759	\$354,746	\$406,000	\$372,378	\$17,632
Other Revenue	\$194,671	\$134,467	\$159,733	\$181,460	\$46,993
Total Revenues	\$757,067	\$529,463	\$605,983	\$599,338	\$69,875
Operating Inc./(Loss)	\$336,169	\$0	\$81,713	\$0	\$0
Tax Levy (a) (Memo)	(\$40,000)	(\$70,000)	(\$70,000)	(\$75,000)	(\$5,000)

(a) A fund balance appropriation (as a memo item) is used to repay the general fund for start-up funds and noncharged indirect costs provided in prior years, which reduces the overall general County tax levy.

(b) Other revenue includes a fund balance appropriation of \$12,000 for the Universe system maintenance.



Program Highlights

Personnel costs increase due to the addition of 1.0 FTE Collections Specialist, cost to continue existing staff, additional administrative extra temporary help and increased health insurance costs. The new position will generate revenue greater than two and one half times it's additional expense. Operating expenses decrease mostly due to reduced collection assistance due to the new position by \$32,050, third party temporary help by \$6,000 and reduced credit-collection services by \$5,000, partially offset by maintenance of the Universe system of \$12,000 and increased tax intercept services by \$4,000. Interdepartmental charges increase due to increased variable telephone expense by \$4,700, postage by \$4,200, charges from End User Technology Fund by \$3,100 and county indirect overhead charges by \$2,100. Interdepartmental revenues increase due to additional collections by \$31,185, partially offset by a decrease in the rate charged by \$13,553. Other revenue increases mostly due to additional interest on judgments collected by \$36,100 and fund balance appropriation for the Universe system maintenance by \$12,000.

Collections

Administration

Program



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
\$ Coll. for Wauk. Cty. Customers	1,196,810	1,015,517	1,100,000	1,111,010	95,493
\$ Coll. & Shared with State	761,935	460,000	600,000	555,000	95,000
\$ Coll. for Municipal Customers	158,513	115,000	150,000	130,000	15,000
Total \$ Collected	2,117,258	1,590,517	1,850,000	1,796,010	205,493
Total \$ Retained by County	1,644,247	1,177,267	1,350,000	1,299,260	121,993
Accts Referred to Collection Div.	7,607	5,000	5,500	5,500	500
\$ Referred to Collection Division *	4,294,976	3,500,000	3,000,000	3,000,000	(500,000)

* 78.51% of the 2002 County revenue referrals are for bail forfeitures and Health and Human Services private pay billings. Given the nature of the parties we are attempting to collect from, and the State's ability to pay provision, recovery in these areas is anticipated at less than 15% of the amount referred.